

Managing Diversity

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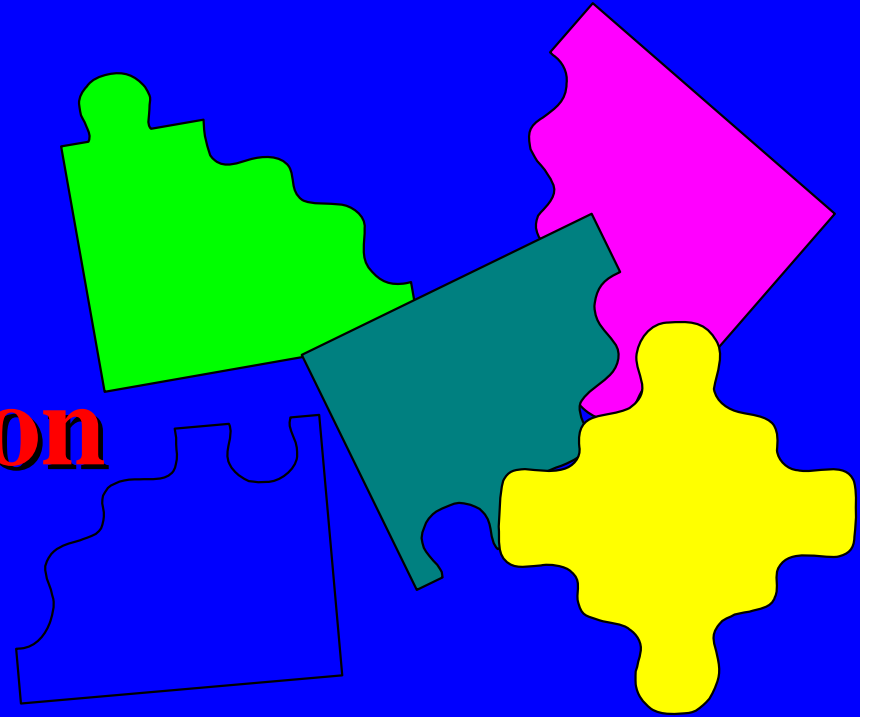
21st

Century



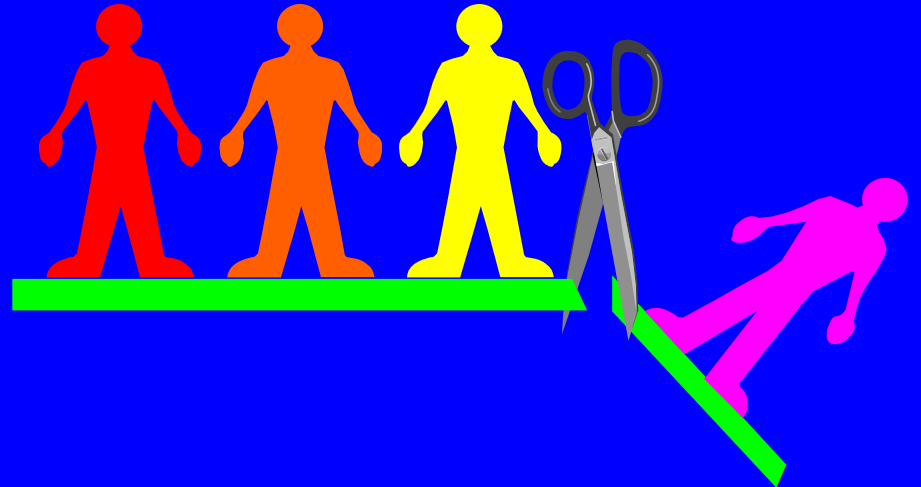
Diversity Issues

- Age
- Sexual Orientation
- Ethnic Heritage
- Race
- Gender
- Mental/Physical Capabilities
- Religion



Common Forms of Discrimination

- Exclusion
- Tracking
- Segregation

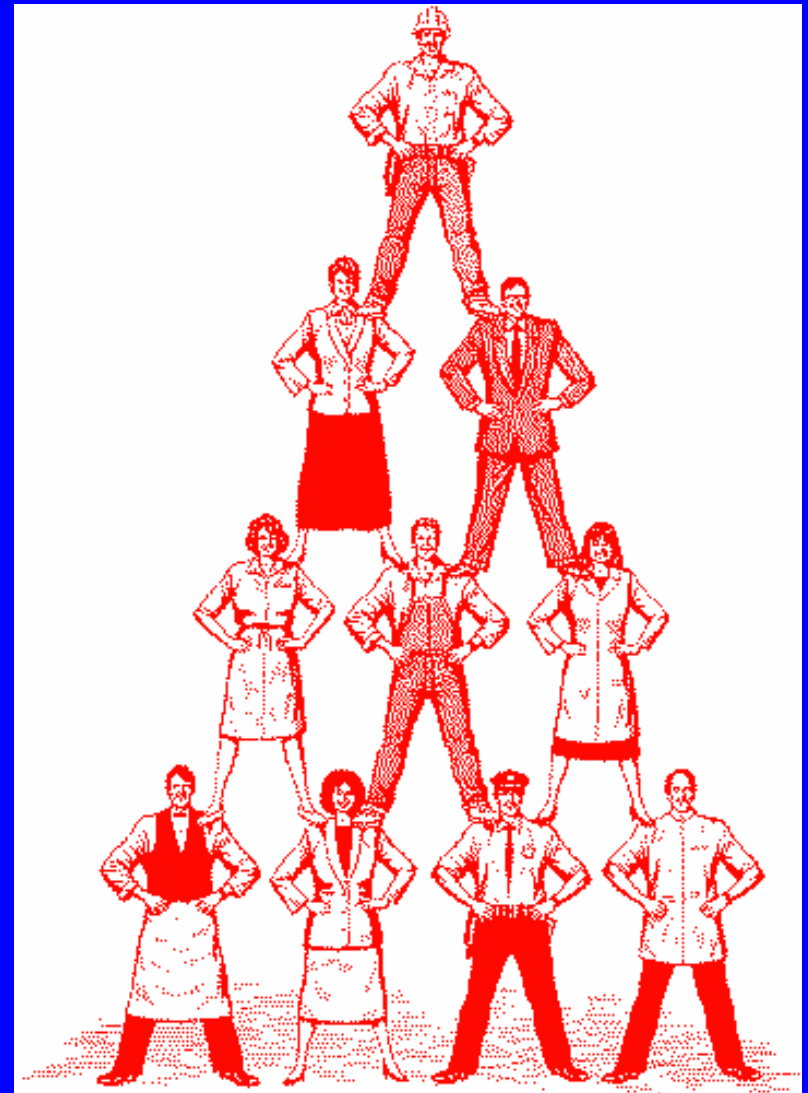


Disparate Treatment

- ✘ Complainant must be a member of a group that is treated differently from other groups
- ✘ Groups must be similarly situated.
- ✘ The organization or supervisor has a history of bias including: jokes and disparaging comments, repeated discriminatory complaints, refusal to participate in EEO and affirmative action programs
- ✘ Support of hate groups or discriminatory policies
- ✘ Refusal to associate with other ethnic, gender or religious groups
- ✘ Refusal to hire women, gay men, lesbian women, the disabled, and other groups protected by law

Traditional Assumptions

- ◆ Otherness (or diversity) is a deficiency
- ◆ Diversity poses a threat to effective functioning
- ◆ Diverse groups should be, and wish to be, more like the majority group
- ◆ Managing diversity requires changing people, not the organizational culture

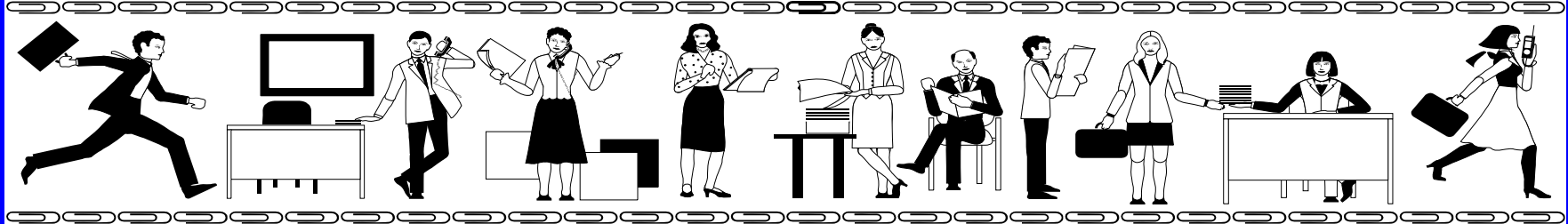


Implementing Diversity



- Define diversity in your organization.
- Establish priorities
- Specify management's involvement
- Require employee participation and support
- Define levels of accountability

Underdeveloped Work Skills



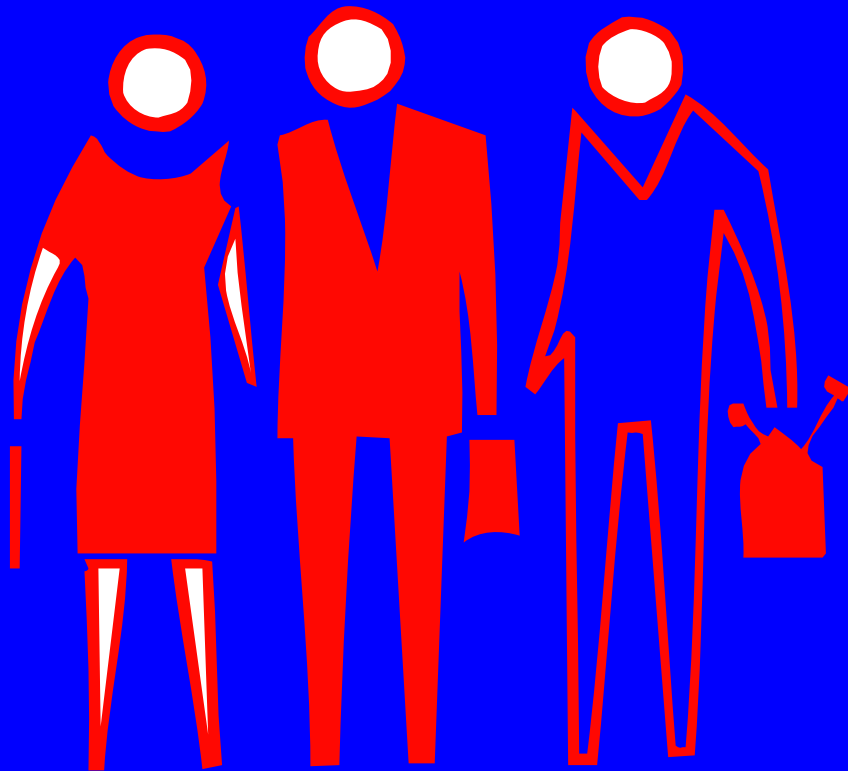
- **Disciplined work habits**
- **Sense of responsibility to the organization and co-workers**
- **Responsible use of leave and medical benefits**
- **Interpersonal communication skills**
- **Understanding of relationship between performance, contribution and compensation**
- **Reading, business writing and business math**

To create an atmosphere of valuable diversity:

- Provide education to minimize cultural clashes and improve work relationships among all employees.
- Provide adequate accommodations for disabilities and religion.
- Enlist support for change from employees at all levels.
- Diversify work groups and decision-making groups.
- Tie individual or group rewards to consistent behavior that values diversity.
- Create structures to support organizational change.
- Develop coaching and tutoring mechanisms to enhance individual and work group effectiveness.



The Three Parts of Sexual Harrassment



- Victim
- Harasser
- Management

Sexual Harassment

HARASSMENT ENVIRONMENT

- Manipulation of employees
- Distrust
- Fear of reprisals
- Employees controlling other employees
- Devaluing of and joking about gender
- Dehumanizing and dysfunctional relationships

HEALTHY ENVIRONMENT

- Mutual respect
- Trust
- Willingness to risk
- Mutual consideration
- Gender characteristics are valued

Sexual Harassment Resolutions



- Training for employees
- Adverse action against harassers
- Counseling for employees and managers who have engaged in sexual harassment
- Development of a sexual harassment policy
- Prompt action when informed of possible incidents of sexual harassment

- Reinstatement of lost opportunities to victim
- Assurance of no retaliation for victim
- Counseling for victim
- Option of victim to be transferred to a different facility or office.

Materials for this presentation acquired from:

MANAGING DIVERSITY: A Manager's Guide
Matthew B. Stuart, 1991

AND

IMPLEMENTING DIVERSITY
Loden Associates, 1996